

OSA Strategic Plan:

Fiscal Years
2027–2029



FROM THE EXECUTIVE DIRECTOR

As we launch OSA's 25th school year, I am proud to introduce our Strategic Plan for Fiscal Years 2027–2029. The past three years have been among the most productive in the school's history, guided by a clear strategic framework that strengthened student outcomes, expanded our community impact, improved our financial position, and advanced long-awaited facilities goals. Those accomplishments have established a strong foundation for the future.

Developed through a year-long process that engaged students, families, faculty, staff, alumni, and community partners, this new plan builds upon that momentum through three interconnected pillars.

Pillar 1: Culture of Belonging, Purpose, and Community focuses on deepening the "OSA Way" by fostering an inclusive, supportive, and purpose-driven environment where every member of our community is valued, connected, and empowered to thrive.

Pillar 2: Academic and Artistic Development advances our commitment to excellence by strengthening rigor, alignment, and consistency across all academic and arts programs, ensuring every student is prepared for success in college, career, and life as a creative thinker and artist.

Pillar 3: Sustainability for the Arts extends OSA's impact beyond our campus through strategic investments in facilities, partnerships, philanthropy, and the Uptown Arts and Entertainment District, positioning OSA as a catalyst for Oakland's cultural and economic vitality.

After more than 20 years at OSA, I remain inspired by what our students, educators, and community can accomplish together. This plan honors our first 25 years while providing a bold roadmap for the next 25—affirming our belief that public arts education remains one of the most powerful forces for positive change.



Mike Oz
Executive Director



PILLAR 1:

Culture Of Belonging, Purpose, and Community

OSA intentionally cultivates a culture of belonging, purpose, and authenticity where creativity thrives and all members of the community are supported to grow and prosper. We ground our school values in mutual respect, humility, and integrity to ensure that every voice is valued, uplifted, and honored.

As a community of artists and learners, we foster meaningful connections and shared responsibility. We create structures that ensure all students are included, recognized, and supported—not only for achievement, but for growth, and effort. Through intentional culture-building, we promote healthy mindsets around recognition and collaboration, and work to reduce exclusion and inequities in access to opportunities.

We prioritize clear onboarding for students, families, and staff to establish clear expectations in the OSA way and a deep sense of purpose. We will continue to seek individuals who are aligned with OSA's mission and committed to contributing to a supportive and inclusive community. OSA will continue to implement initiatives in which under-served and lower socio-economic communities have access to OSA's artistic and academic offerings.

OSA will continue to cultivate an environment where students, families, and staff are valued, respected, and connected through intentional community practices that reinforce belonging and inclusion. Professional development for all OSA employees will directly serve this cultivation. JEDI (Justice, Equity, Diversity, and Inclusion) principles will remain embedded in the daily work, responsibilities, and interactions of every role at OSA, ensuring these commitments are reflected consistently across all aspects of the school experience and contribute to a cohesive, supportive, and purpose-driven community.

PILLAR 1 / KEY METRICS:

- Strengthen staff, student, and family belonging, inclusion, and connection to the OSA community.
- Increase student participation in clubs, affinity groups, assemblies, and community-building activities.
- Deepen family engagement through volunteerism, PTSA participation, and school events.
- Ensure consistent, timely, and effective communication with families.
- Create a welcoming onboarding experience for new staff, students, and families.
- Maintain strong retention of teaching, non-teaching, and leadership staff.
- Expand access to programs serving historically underserved and economically disadvantaged communities.
- Foster dialogue, reflection, feedback, and shared learning among staff and students.
- Implement systems to monitor and strengthen community climate, belonging, and inclusion.

PILLAR 2:

Academic and Artistic Development

OSA provides a cohesive learning experience where academics and the arts intentionally reinforce one another, cultivating creativity, critical thinking, meaningful student engagement, and a strong sense of belonging. Through common instructional practices and clear, consistent systems, we create inclusive classrooms grounded in high expectations for behavior and achievement with strong support for student learning.

Students develop as artists through specialized arts instruction courses in the Arts, Media and Entertainment Career Technical Education (CTE) pathway that deepen skills over time and prepare them for future opportunities in college, career, and creative practice. We cultivate self-determination, discipline, and ownership of learning, empowering students to take full advantage of the unique opportunities OSA offers.

We believe every student deserves a consistent, high-quality learning experience regardless of classroom, grade level, or arts pathway. We achieve this through collective efficacy—moving beyond individual classroom excellence to create a coherent educational experience for every student that reflects the OSA Way. Consistent systems and aligned practices ensure clarity and coherence across classrooms while preserving the creativity, expertise, and artistry of our educators. Educators model the expectations we set for students by embodying the OSA Way, demonstrating collaboration, accountability, and a commitment to continuous growth.

Our instructional approach is grounded in four complementary pedagogical commitments: Universal Design for Learning (UDL), authentic Project-Based Learning (PBL), culturally responsive teaching, and restorative, trauma-informed classroom practices. Together, these approaches create engaging learning environments where students experience belonging, take intellectual and creative risks, and develop as scholars, artists, and critical thinkers.

Students learn best when they experience a strong sense of belonging. We believe every student should learn in classrooms where their identities, perspectives, and lived experiences are recognized as assets that enrich learning for everyone. To create these environments, OSA educators employ culturally responsive and inclusive instructional practices that foster belonging, promote equitable participation, and maintain high expectations for every learner.

Faculty engage in ongoing reflection on their own identities and beliefs, thoughtfully respond to student behavior through restorative and trauma-informed approaches, and continually examine curriculum to ensure it reflects diverse perspectives and invites students to engage thoughtfully with multiple viewpoints and complex ideas.

Together, these efforts ensure that every student is appropriately challenged, supported, and prepared to thrive as a creative, disciplined, and critical thinker who is ready to contribute meaningfully to college, career, and community.



PILLAR 2 (CONT.):

Key Metrics

GOAL	METRIC(S)
Common instructional practices across each division	Common rubrics/assessments, consistent entry/exit routines by grade-level, measured by grade-level/pathway agreements and learning walks Semester 1 course survey responses about common practices
Collective efficacy	Teacher survey responses about shared responsibility for student learning and impactful collaboration
Professional collaboration	PLC inquiry cycles completed with evidence of instructional adjustments
Student academic outcomes	Improvement in MAP Growth and CAASPP data
Student arts outcomes	Scope and sequence audits, CTE completion, portfolios, internships
Student belonging	Student survey responses, wellness referrals, discipline data
Student ownership	Student survey, learning walks, curriculum audits, scores on evaluation rubrics
UDL implementation	Training, curriculum audits, learning walks, teacher survey
PBL implementation	Training, curriculum audits, student work
Arts integration	Cross-disciplinary projects, curriculum audits
Equity/inclusion	Achievement, attendance, discipline by subgroup
Culturally responsive teaching	Curriculum audits, student culture survey, data on student/family complaints



PILLAR 3: Sustainability for the Arts

At a time when arts institutions across the Bay Area face mounting economic pressures, OSA is positioned to play a critical civic role—advancing both institutional sustainability and the economic and cultural vitality of Oakland. Our vision aligns arts education with place-based investment, contributing to a more vibrant, connected, and economically resilient Uptown district.

Central to this strategy is the continued development of the Uptown Arts and Entertainment District (UAED) and OSA's evolution into an open, integrated campus along the Telegraph corridor. Building on our role as a downtown anchor institution, OSA is investing in facilities and public spaces that increase foot traffic, support local businesses, elevate alumni, and activate the neighborhood throughout the day and evening.

The \$9 million Catalyst Campaign represents a catalytic investment in this vision. Its completion will deliver the transformation of the 63,000-square-foot Dufwin Theater Building into a state-of-the-art arts education and community arts center, alongside the full realization of Cloud Park as a safe, accessible community gathering space. Together, these projects will expand access to arts education, create new venues for community use, and generate ongoing economic activity through performances, partnerships, and mission-aligned rentals.

These investments will also enable OSA to grow its afterschool, summer, and adult arts programming—positioning the school as a workforce and talent development engine within Oakland's creative economy. By providing affordable space for youth-serving and arts organizations, OSA will strengthen the broader cultural sector while creating new pathways for participation and employment in the arts.

To sustain this impact, OSA will increase annual philanthropic support from \$1.2 million to \$2 million over the next five years, ensuring competitive compensation for educators and long-term financial stability. As the UAED continues to take shape, OSA will deepen partnerships with civic leaders, businesses, alumni, developers, and property owners—demonstrating the value of arts-driven investment in revitalizing urban corridors.

From 20th Street and Telegraph Avenue to Latham Square, OSA is helping to shape a cohesive arts and entertainment corridor that honors Oakland's historic venues while positioning the district for future growth. This work reflects a shared commitment across our board, administration, faculty, alumni, families, and community partners to leverage the arts as a driver of economic opportunity, cultural identity, and inclusive, equitable urban development.

PILLAR 3 / KEY METRICS:

- Catalyst Capital Campaign progress
- Number of youth serving/arts organizations in direct partnership with OSA
- Number of youth serving/arts organizations as tenants on OSA property
- Annual fundraising totals
- Completion of Cloud Park and Dufwin capital projects
- Participation and active role in city wide conversations and initiative involving civic arts